



Quarterly Workforce Planning Professionals Meeting

California Department
of Human Resources

January 28, 2015



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**CalHR's Statewide Workforce
Planning and Recruitment Unit**



RECRUITMENT

- Data for recruitment efforts
- Making the hiring process faster
- Recruiting for specific positions
- Statewide Recruitment webpage



SUCCESSION PLANNING AND MERIT SYSTEM

- Equal playing field. Offering the same opportunities for development and advancement to ALL employees.
- Not guaranteeing any jobs—just providing tools and resources to be successful at a certain level of leadership.
- Preparing and building bench strength
- Participation in formal succession planning programs is voluntary-- some are more ready than others.
- Readiness assessments may assist in prioritizing.
- Identifying employees who are self-motivated and seeking further development—who is ready to take on the leadership roles.



SUCCESSION PLANNING V. UPWARD MOBILITY

- Succession planning is:
 - Optional
 - Equal opportunity
 - Performance metrics department-identified
- Upward mobility is:
 - Mandatory (Gov. Code, § 19400)
 - Targeted group
 - Performance metrics predetermined



RECRUITMENT AND RETENTION PROGRAM

- Exit Survey Feedback
- 5 Point Likert Scale: Strongly Agree, Agree, Neutral, Disagree, Strongly Agree, or Unknown



MY JOB

No.	Original	Update
1	I was challenged by my job.	My work was sufficiently challenging.
2	My workload was reasonable.	I had sufficient time to complete my job assignments.
3	My job afforded me the opportunity to fully utilize my knowledge, skills and abilities.	DELETE
4	I received the necessary training and development to perform my job effectively.	I received the necessary training and professional development to perform my job effectively.
5	I had the necessary tools and resources to perform my job effectively.	
6	I understood how my job contributed to the overall mission of the department.	
7	I experienced professional growth.	DELETE
8	I felt motivated to meet work expectations.	DELETE



MY JOB CONTINUED

No.	Original	Update
9	I adapted to change.	DELETE
10	I proactively took on new tasks.	DELETE
11	My work was meaningful.	My work was meaningful to me.
12	NEW	My duty statement accurately reflected my work assignments.



MY PROFESSIONAL DEVELOPMENT

Includes formal/informal training, coaching, mentoring, other

No.	Original	Update
13	I was aware of development opportunities.	I was aware of professional development opportunities.
14	I was able to pursue development opportunities.	I was able to pursue professional development opportunities.
15	I pursued development opportunities.	I pursued professional development opportunities.
16	I was satisfied with development opportunities.	I was satisfied with professional development opportunities.
17	I received coaching and mentoring.	I received effective coaching and mentoring.
18	I expanded my knowledge, skills and abilities as a result of development opportunities.	I expanded my knowledge, skills and abilities as a result of professional development opportunities.
19	I improved my job performance as a result of development opportunities.	I improved my job performance as a result of professional development opportunities.



MY WORK ENVIRONMENT

No.	Original	Update
20	The department was committed to workplace diversity.	My workplace valued diversity.
21	The department supported work/life balance.	My workplace supported work/life balance.
22	The department encouraged innovation.	I was encouraged to innovate and try new things.
23	The department recognized excellent job performance and achievements.	
24	I was aware of the career advancement opportunities available.	I was aware of the career advancement opportunities.
25	I was satisfied with the career advancement opportunities available.	I was satisfied with the career advancement opportunities.
26	I had good working relationships with coworkers.	
27	I felt welcomed by coworkers.	DELETE
28	My coworkers were committed to doing quality work.	My coworkers were committed to producing quality work.
29	I enjoyed my experience at the department.	I would recommend the department to others as a great place to work.



MY IMMEDIATE SUPERVISOR

No.	Original	Update
30	Effectively communicated the mission and vision of the department and my program area.	Effectively communicated the department's mission and vision.
31	Clearly communicated expectations.	
32	Planned and organized effectively.	Planned and managed work assignments effectively.
33	Valued my input.	
34	Empowered me to perform my job to the best of my ability.	
35	NEW	Allowed a sufficient amount of independence to manage my own work assignments.
36	Demonstrated effective decision making.	
37	Provided regular feedback.	Provided regular and constructive feedback.
38	Provided constructive feedback.	DELETE
39	Provided effective guidance and direction.	
40	Provided coaching and/or mentoring.	Provided effective coaching and/or mentoring.



MY IMMEDIATE SUPERVISOR CONTINUED

No.	Original	Update
41	Supported my professional development and career goals.	
42	Followed and promoted professional standards and organizational values.	
43	Effectively managed conflict.	
44	Demonstrated commitment to customer service.	
45	Focused on quality results.	
46	Fostered a collaborative team environment.	
47	Communicated effectively.	DELETE
48	Was approachable.	
49	Was available.	
50	I had a good working relationship with my supervisor.	



MY LEADERSHIP TEAM

Includes senior management

No.	Original	Update
51	Clearly communicated the department's direction.	
52	Followed and promoted professional standards and organizational values.	
53	Communicated effectively.	
54	Managed change effectively.	



OPEN DISCUSSIONS

- When implementing a workforce plan, how can we ensure action plans are being carried out?
- What does “overlap hiring” look like at your department?
- Has your department used CalHR’s workforce planning tools and resources?



FINAL THOUGHTS

- Any final thoughts or questions to share?



CONTACT INFORMATION

- Contact for workforce planning:
 - Email: **wfp@calhr.ca.gov**
 - Phone: **(916) 322-0742**
- Contact for recruitment:
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